

The following rough drafts were submitted as working papers for the St. Louis Model City Proposal. They show the effects of multiple authorship, much "cutting and posting" and the unfamiliar format imposed by the rest of the Model City application. Needless to say they had to be rewritten for unity and brevity. I ask your indulgency and apologize for circulating such a preliminary draft but no other draft exists. It is supplied so that it may be compared with the proposal as it was finally submitted by the Model City Agency.

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HOUSING CHOICE

1. NEEDS

Housing choice implies that all persons have equal opportunity in the housing market in good neighborhoods in a suitable living environment. It implies equal access to educational resources and to the public and private facilities of the community at large. Although every city has some limitations on full equality of opportunity, public intervention is imperative when specific minority groups are unable to participate equally in the mainstream of the City's life.

In St. Louis, the minority groups which are at a serious disadvantage in housing and related facilities are recent migrants, the elderly, Negroes, and unskilled workers. Although housing choice is most severely limited in the case of Negroes who are unable to leave their ghettos because of institutional choice, effective solutions to their special problems are possible only if they proceed in the context of wider housing choice for poor, elderly and low-skilled families generally, whether Negro or white.

While the housing problems of Negroes are rooted in discrimination, economic handicaps reinforce and are interwoven with racial barriers. Lack of housing and excessive rents limit the ability of the Negro to move freely in pursuit of job opportunities in the St. Louis city and larger metropolitan area. Industrial decentralization in the SMSA, unavailability of efficient public transportation to and from work sites, and the high cost of automobile ownership tends to restrict Negroes

to in-city jobs. Only 10% of the employment force in the City of St. Louis worked outside the city in 1960. In contrast, in 1960, the official unemployment rate in the target area sub-city neighborhoods varied from 5.1% to 15%, while the estimated true rate of unemployment is believed to be between 20% and 30%. In the last six years, an additional 50,000 jobs have come into being in the St. Louis suburbs. Many of these newly created suburban job opportunities are at skill levels immediately accessible to unemployed and underemployed target area residents, if equivalent residential opportunities were also accessible and/or if good, efficient transportation were available. Of course, this problem is magnified for Negroes, who constitute % of the target area population..

Because of the close relationship between housing and employment, and also because poor housing, poor educational opportunities and poor environment affect the social as well as the economic life of the target area family, housing choice problems are a primary factor in the struggle for a better life.

There is a pressing need to reverse the present trend toward increased concentration and isolation of Negroes in the target area. Census reports for the St. Louis area point up the color changes that have taken place in recent years, and suggest strongly the need for joint city and metropolitan solutions to housing choice problems. From 1940-1967, for example, the white population of the city declined from 796,000 to 420,000. In these same years, the Negro population of the city increased from 110,000 to more than 250,000. In St. Louis county, on the other hand, the white

population has jumped from 235,000 in 1940 to more than 875,000 at the present time. The Negro population of St. Louis county has increased only 7,000 in the same years.

President Lyndon B. Johnson pointed out the serious isolation of Negro populations in his civil rights message to Congress in 1966. He said that the ghettos of our major cities, north and south, east and west, represent fully as severe a denial of freedom and the fruits of American citizenship as more obvious injustices. "So long as the color of a man's skin determines his choice of housing, no investment in the physical rebuilding of our cities will free the men and women living there," the President declared. Programs which seek to improve the quality of life for families in urban America must recognize that housing choice is imperative before solutions to any of these problems can be found.

Data on target area families indicate the problems incurred. These data point out the disquieting fact that over 50% of the families live in dwelling units considered to be either deteriorated or dilapidated. Approximately one third of the target area families live in overcrowded homes. The density of the area of 137 people per acre compares most unfavorably with the city-wide figure of 57/acre.

These figures point to the tremendous need for the St. Louis Model Cities Agency to make possible the relocation of families in order to make possible an improvement in housing conditions in the target area. This must be done without adversely affecting conditions in contiguous areas. If the families are located without housing choice, the conditions of the ghetto which spurred

the need for relocation will follow them to their new homes, just as Urban Renewal in the Mill Creek area created a new ghetto in the St. Louis "West End" area in the 1960s.

The importance of housing choice to urban residents is demonstrated best by regarding housing in terms of its influence on the other factors that help to make up "the good life", i.e. education, employment, and recreation. That all American families should have safe, comfortable homes is unquestioned. But the location of such housing must be regarded in the light of its contribution to human dignity and productivity, for residence functions as the determinant of access to urban services, ranging all the way from education to refuse pickup.

For the low income family, the issue of housing choice may bear on the real availability of certain jobs. Locations close to certain facilities (close enough to reduce the cost of transportation a significant amount) can mean the difference between a job's being profitable or not; the difference between junior college being within the reach of the highschool graduate or just out of reach; the difference between recreation areas being available for use of children and adults alike, of being beyond their reach.

Housing choice thus present to us four areas of need: A need for the target area low income family to have financial access to a wide enough variety of tenure and locations to constitute a choice, to have legal access to the home of their choice, to have a basis in information to make choice, and, above and beyond the other criteria, to have an operational choice, composed of all

these and also an assurance that segregation policies will not be a bar.

Programs to improve financial access are discussed in Housing Supply (Section B) and Relocation (Section K).

Legal access is presently available to all in the city of St. Louis proper. This is not the case for the neighboring suburbs. Further, within the city, enforcement of the fair housing codes is restricted by minimal staff in the responsible agencies. Improving city enforcement and encouraging county passage of fair housing legislation is needed to give to the target area family a legal choice of homes. (for detailed analysis, see Consistency of Laws - Section P)

Finally, given solutions to, or methods of working around, the financial and legal problems, there must be an organized manner in which to present the information about the opportunities available to target area resident. This means not only an explanation of his legal rights and an explication of the financial programs available to him, but also a description of the real choice which is open, centered around descriptions of actual vacancies which the family could fill. A foundation has been laid in education for housing choice by local papers, notably the Post Dispatch, as well as some local organizations, such as the Urban League and the Freedom of Residence Committee. Present efforts, however, tend to be spasmodic and uncontrolled. A well-planned, coordinated, continuous effort is needed, making use of a variety of formal and informal channels for the dissemination of information.

The most powerful levers in assuring what has been designed operational choice are in the programs described in Housing Supply (Section B). The success of integrated housing in the operations of the Metropolitan Housing Corporation should also influence the private market thereby acting to expand operational access.

2. PRESENT EFFORT

It should not be implied that nothing is being done. What is proposed is that, building on existing programs, more be done.

In the area of fair housing, the Greater St. Louis Committee for Freedom of Residence and its affiliated neighborhood groups in both St. Louis and St. Louis County, have made noticeable gains with largely volunteer assistance. In the last five years, Negro families have moved into approximately 130 distinct, previously all-white neighborhoods far removed from established Negro neighborhoods. The significance of this dispersion is that there now exist 130 distinct neighborhoods where a Negro family will not be the first to move in. However, even while these gains were being made, the ghetto became more dense.

These fair housing groups provide a framework which encourages maximum volunteer participation. This not only insures a base for the organization, but it provides more man hours than any program could afford and commands the loyalty and support of professional and university people whose time could not be bought.

The Greater St. Louis Committee for Freedom of Residence is presently awaiting approval of a grant to enable it to undertake an ambitious program of attacking prototype problems in the areas

of neighborhood stabilization, elimination of the lag between equal opportunity in employment and equal access to housing, education and direct assistance.

This is what has been done, and what is going on now. . . Compared to the situation six years ago, it is a massive effort; compared to the magnitude of the problem and the job which can be done, it is a small effort. These activities have helped to pave the way for community acceptance of an intensive fair housing drive.

Also, agencies involved in relocation have given attention to providing true housing choice. The City of St. Louis in 1964 passed a fair-housing ordinance and established a Human Rights Commission, and the St. Louis County Government and some County Municipalities have established community relation programs although no county jurisdiction has passed a Fair Housing law nor is any liable to do so in the near future. Thus, the stamp of governmental approval has been placed on fair-housing efforts. However, much remains to be done in City and County to promote better understanding and to end block-busting techniques and, above all, to translate this good will into available housing units.

3. APPROACH

As noted, the financial access and the legal access to enable housing choice are dealt with elsewhere. Programs will be enumerated below which are responsive to the need to improve informational and what has been termed operational access.

a. Informational Access

To improve informational access a metropolitan housing

opportunity center will be organized by permitting the presently functioning open occupancy group, the Greater St. Louis Committee for Freedom of Residence, to significantly expand its operation and/or by creating new instrumentalities where necessary. The expansion of activities in this field (due) will be necessary/to the greater demand for them which will be generated by the programs listed in Housing Supply (B) and Relocation (K), and by the anticipated rise in personal, disposable income. Coordination will be effected with the Relocation Agency and its programs. The cooperation between the housing opportunity center and the Human Development Corporation, as evidenced by the grant from the Human Development Corporation to Freedom of Residence to begin serving areas like the target area, will be expanded. Of special importance will be coordination with the job-seeking, job-training programs.

Direct assistance

Direct assistance to a family in finding the housing which suits its taste and finances will be at the core of the metropolitan centers' functioning. Contractural relations with the Relocation Agency (whose jurisdiction is limited to the City of St. Louis) will enable target area families to enjoy intensive direct assistance if they desire to find housing outside of the city. While it is recognized that much of their direct assistance work will have to be done by volunteers, a large staff is necessary for this operation. This staff will be responsible for assembling information

about existing housing throughout the metropolitan area, in addition to the new housing opportunities to be created under Model City programs. Once an inventory of housing has been established, it will be the duty of the housing opportunities center to make its information available within the target area and to offer its active assistance to each family therein in obtaining the housing which that family desires. Housing aids will be trained and will function to encourage the residents to seek housing outside the target area. In response to the special problems of minority home seekers, these aids and volunteers working with them will have to be trained in all the techniques developed by the Greater St. Louis Committee for Freedom of Residence, to obtain housing for minority families outside the ghetto. The housing opportunity center will be responsible for follow-up services to those minority families who do relocate in integrated areas.

The housing opportunity center will also devise more effective ways of providing direct services in groups rather than the less efficient method of providing all direct assistance on a one-to-one basis.

The functioning of a metropolitan housing opportunity center will be based on the promise that choice requires wide enough experience and information to realistically identify the options so that one may then consider them and choose among them.

To contribute to the necessary information, tours

of metropolitan neighborhoods will be organized with specific emphasis on presently available units; with suburban clergy and with suburban fair housing advocates and their organizations (presently there are ten suburban Freedom of Residence groups) will be arranged; a view of community amenities will be provided by visits to the schools their children would attend, shopping facilities, nursery school facilities, etc. Neighbors who have made the move will speak in their old neighborhoods. In general the elements supportive to, as well as hostile to, a move outside of the target area will be made as clear as is possible. (NOTE: This subsection should be related to other which are assumed to exist.)

Legal Information

Target area residents do not presently have an overview of the laws which affect their housing. The network established to provide the direct services described above will be used to make information available and accessible to target area residents and assist them as able and requested in the following areas:

- 1) participation in favorable federal and local housing programs;
- 2) tenant-landlord law;
- 3) assistance in buying, selling, rehabilitating, arranging condominium ownership, etc;
- 4) providing a safeguard against unethical building contractors who prey on ignorance of the law.

These legal services with respect to housing will fit within the matrix of other existing or proposed legal aid services.

b. Operational Access

The residual problems not included in financial, legal or informational access have been designated operational access. The most important factor here is the denial of equal housing opportunity due to race. However, the problems of the large family should not be overlooked. In general, the program approaches to be utilized here will be those developed by Freedom of Residence. These include negotiation, institution of legal proceedings and as a last resort, direct action. Freedom of Residence has developed skills in looking for the threads of self-interest which bind the landlord; interest to that of open occupancy. For example, as a result of several years work, several Negro families now live in each of about fifteen garden-apartment developments. Thus, in view of the management of these developments, it is advantageous that Negro families live in all such developments. With the cooperation of the principals of these developments and the area's equal opportunity employers, it is anticipated that a completely open market can be created.

The Model City Agency will contribute to the capacity of Freedom of Residence to do its job more effectively by assisting it in a variety of ways, to secure adequate funds.

The program presents educational and public relations opportunities directed to the Caucasian community. However, the context in which this is proposed is that the sum of local

experience is that this education has been best provided in the person of Negro families who choose to move into previously all-white neighborhoods. The White home owner has, in the vast majority of the cases, seen his fear dissipated as time passed with nothing of consequence happening. (This experience does not, of course, obviate the necessity of adequate follow-up procedures). The educational program will include, but not be limited to, publications, films, speakers, library programs, and use of workshops and of public media.

It is recognized that the programs proposed here have not been demonstrated to be successful on the level proposed. But never before have moral and material resources of the magnitude contemplated been applied in pursuit of massively expanded housing opportunities.

Section K

HOUSING RELOCATION

1. NEED

In terms of the programs discussed elsewhere in this proposal (number to be supplied) it will be necessary to relocate an estimated/families in safe, sanitary, decent housing. In addition to this, we must be prepared to relocate a very large number of families in the case that ----- plans presently under consideration for the Pruitt-Igoe and DeSoto-Carr public housing projects. In these two projects along, some families are now living.

The reason for relocation of these families, in most cases, is that their present housing is substandard and low cost because their income is low. Average rent in the target area is \$35 - \$50 for a 3 - 4 room unit. Relocating will involve financial hardship; moving expenses and higher monthly rental or mortgage payments in the new residence. Therefore, there will be a need for financial assistance to a high proportion of these families.

Successful relocation requires that the family move into its better housing in a new neighborhood with some degree of dignity, and therefore has an even chance of "fitting-in" and remaining there. We cannot truly empower families to do this unless we provide financial assistance beyond the present \$200, (98% of which has been estimated to pay only moving costs). There is a need to replace and/or supplant furniture, also, for most of these families, whose present collection matches their substandard living quarters. Otherwise, they will be forced to furnish their new quarters with the same rag-tag furniture which was

appropriate in the tenement -- they will bring the "world of junk" right along with them into the up-graded housing.

Our ability to relocate according to the Urban Renewal guidelines, which must be met in the demonstration cities program, is obviously dependent upon an adequate supply of housing which meets these criteria. This need is described in the sections on housing supply and housing choice and is referred to here because it is essential to relocation, as it is to the whole housing program of Model City.

If the program is not to be self-defeating, families must be relocated in such a way that we do not merely shift concentrations of low income, race, or "social disorganization" from one area of the city to another. Again, this speaks to the basic need for an adequate supply of standard housing which is not concentrated in the target area only or in some other marginal area, but, rather throughout/ - the metropolitan area.

In addition to an adequate supply of housing, there will be need for an accurate and up-to-date inventory of such housing with full information in terms of costs and absence of discriminatory practices. In order to anticipate intelligently the relocation needs and the housing supply available well before actual relocation takes place, there is a need for information with respect to building trends and patterns in the metropolitan area, past, present, and projected; and residential mobility patterns, past, present, and projected, by income, race, and family size. In a realistic sense, this involves a very sophisticated type of information-gathering.

An adequate relocation service must include an efficient process by which such families may be identified and contacted in their own home, well ahead of actual relocation. This requires an administrative structure and staff to make neighborhood contact with the family on a continuous basis prior to an even after relocation.

A great many of the families to be relocated have need for a variety of social services. Many of them have been receiving these services and will continue to do so up to the time of relocation. It is of great importance to provide a continuation of such services as are still needed after the family is relocated. Beyond this, the move to a new neighborhood or even to a new dwelling of a different style and level of up-keep in the same neighborhood will generate needs for additional social services. An obvious one is help in adjusting to the new locale. But, we must also be prepared to provide the intensive social services to the families whose housekeeping habits are inappropriate to their new residence. For these families, such habits are as real a limitation to their housing opportunities as is their low income. If our goal is to upgrade to decent, safe, and sanitary housing as we relocate, then there is a pressing need to provide social services before the relocation time, to bring a family's housekeeping habits up to the standard required by their new housing. No relocation program can hope to be successful unless it provides for the very special needs of the elderly, the handicapped, and families with a female head-of-household. It is expected that these groups will make up a considerable proportion of the re-

location population.

With respect to the elderly, we must give attention to their special need for convenient access to medical services and shopping facilities. In addition, we will try to avoid some of the typical extremes in providing housing for the elderly -- i.e., to segregate them in a "senior citizen community" or to house them in buildings with families of all types and sizes, including very small children and a great deal of noise. We need to house these families in buildings with other elderly families, but also ensure that the buildings are located in a neighborhood which includes all types of families. The ideal here is to be able to relocate the elderly in an environment which enables them access, through the front door, to the rest of the world, including children and people of other ages, and within their building to their own world with its quieter and slower pace of living. Obviously, our goals here imply needs already discussed in housing supply and housing choice.

The second sizable group of relocatees who have special needs are these families with a female head-of-household. This type of family, often with a large number of small children and welfare source of income, present the most acute relocation problems of any group. One reason for this is, there has been very little or no provision made for this type of family in any other ongoing city, state, or federal housing program. Therefore, we need first of all, to increase the supply of relocation housing available to this group, as discussed in housing supply and housing choice. In addition, such families need to be located near good

schools which provide a social environment including children from whole families of various income levels. Their housing should be located conveniently to adequate nursery and day care facilities, so that the female head-of-household may realistically have the choice to seek job training and employment if she so desires. Without convenient access to child care and job training facilities and sources of employment, the female head-of-household cannot have a realistic choice with regard to supporting her family through other-than-welfare means.

Many elderly families are home-owners. They are retired people whose income is limited to old-age assistance and/or Social Security, generally less than \$1500 per year. They have typically completed paying for their homes and own them free and clear, and this means that they have not been making house payments or paying rent out of their rigidly-limited income. In relocating these families (where their land is needed for park, or school or community facility construction /under the Model City Program) there is a need to confront the problem of taking away their homes -- the only asset most of these families own. How can we possibly replace this asset? The problem is that the value of their homes and land may not exceed \$5,000 or \$6,000 total. With this amount of money these families cannot possibly buy another home, nor does their income allow them to begin making mortgage payments or rent payments if they could use this money as a down payment.

These are the basic minimum needs with respect to relocation of a great number of families. We propose to go beyond these basic needs and view relocation as an opportunity rather than

as a hardship; an opportunity to enable a family to upgrade its level of housing, and to achieve mobility in some other vital respects. The upgraded housing should be located in "suitable living environment, a neighborhood which is free of the stigma of the ghetto and free of blight, which presents a variety of family types and incomes. Beyond this, we see this relocation as an opportunity for the family to move to a residence location more accessible to the job market as it is presently expanding. Reference is made here to the data on employment trends in the St. Louis metropolitan area elsewhere in this proposal.

We view relocation as an opportunity to help families upgrade more than their housing; it is an opportunity for them to move toward upgrading their employment status and consequently their income as well. Relocation nearer the job market is one step in this direction. In addition, the contact with families necessitated by the relocation problem will put us in a position to provide on-the-job training, help in finding jobs and other related means by which we can reduce unemployment and underemployment.

Indeed, we are persuaded that these job-assistance services can have increased effectiveness when the job trainee or seeker is physically and psychologically closer to the expanding job market. Further, employment mobility produces income increments which can alleviate the financial hardship of relocation in up-graded housing.

By recognizing and utilizing the opportunity the relocation occasion presents for upward mobility, we will be striking at

the very cause of the problems of the inner city to which the Model City program is directed.

2. PRESENT EFFORT

Relocation activities are presently being conducted by several governmental agencies in the Model City target areas. These relocation efforts are of varying magnitude and effectiveness. The State Highway Department provides no formal relocation counseling, although lists of other available dwellings are made available and the staff assists persons with particular problems. The St. Louis Land Clearance and Housing Authority can pay up to \$400 for relocation but the Authority frequently experiences difficulty in coordinating available relocation funds with actual relocation needs. Just recently, the St. Louis Community Services Commissioner, who handles relocation under condemnations and clearance for parks, obtained legislation allowing a \$25 relocation payment to those displaced by code enforcement and other public facilities. The Community Services Commissioner also recently developed a relationship with the Building Commissioner's office whereby persons living in houses to be condemned are referred at an early date to the Community Services Commissioner.

In terms of staff resources, the Community Services Commissioner presently has one staff person and a secretary. The St. Louis Land Clearance and Housing Authority has a Relocation Director plus five staff members. Recent data indicate that only 55 families out of some 250-300 families scheduled for relocation had been successfully relocated. In short, the city recognizes that its present staff resources for relocation services fall critically short of even present

relocation needs.

3. GOALS

The St. Louis Model City Agency will seek to achieve the following goals in relocating families and persons over the five-year program period:

- a. To provide financial assistance as needed, sufficient to ensure that relocated families are economically secure in their new housing for at least three years.
- b. To provide true choice in relocation housing and, beyond that, to ensure that ghetto-type concentrations based on race, income, or age, are not transferred from the target area into any other neighborhood intact.
- c. In the relocation process, to meet the special housing needs of the elderly, families with female heads, and large families.
- d. To provide an effective mechanism for the coordination of relocation with housing programs, social service programs, and employment programs.
- e. To maximize the opportunity of housing relocation to enable families to upgrade their employment, income, and education status.

During the planning phase of the Model City program, St. Louis proposes the study of the following programs in order to determine the optimum mix required to provide to the relocated families economically secure housing over a period of three years.

- a. A relocation payment of \$200 and relocation adjustment payments, i.e., monthly rent assistance based on a

formula of economic rent less 20% of income, up to a maximum of \$500, prorated over a period of 12 months, available from the federal government to any family displaced as a result of public action.

4. PROGRAM APPROACH

In order to achieve our goal of economically secure housing for relocated families for up to three years, a mix of existing and new programs is proposed. Any family displaced by public action is eligible for

- a. a relocation payment of \$200 and
- b. relocation adjustment payments -- i.e., monthly rent assistance based on a formula of economic rent less 20% of income -- up to a maximum of \$500 prorated over 12 months.

While these existing provisions substantially reduce the economic hardship of forced relocation, they fall somewhat short of the realistic cost. Therefore, two new programs are proposed, to supplement the present ones.

- a. The allocation of funds to extend the relocation adjustment payments up to three years, where necessary. Using the same formula, the \$500 maximum would be supplemented so that the assistance could be offered for three years or until 20% of income equals the economic rent, whichever happens first. This program would offer some assurance that the relocated family will not have to move again for economic reasons in a short period of time. Three years affords a more realistic chance for the aspirant

effect of better housing on family income to make itself felt. (The funds for this extension of relocation adjustment payments could come from Model City bonus money or from special city and/or state revenues.) The program, in the latter case, might be set up on a trial basis for five years -- this should be enough time to demonstrate whether the aspirant effect is sufficiently widespread to result in an overall savings to the city or state in welfare payments and the like. If Model City bonus funds are employed, the same five-year trial period would obtain, at the end of which, the city or state might be persuaded to take over the funding.

In addition the present relocation allowance of \$200 will be supplemented, reflecting the "real" costs of relocation. An additional \$200 will be allotted to enable the family to up-grade their furnishings along with their living quarters. This will be combined with social service programs of consumer education -- help in buying quality furniture "at a reasonable cost -- and in" furniture refinishing. The latter will provide skills in "do-it-yourself" furniture repair as well as to create a pool of refinished furniture available at low cost to relocatees. Both of these financial aids are directed toward the goal of empowering families to achieve at least three years' economic and psychological security in their upgraded housing.

- b. The establishment of a Relocation Center as a city agency

with authority and staff resources adequate to the task of coordinating relocation with housing and social service programs in the city. This agency could combine the functions and personnel from existing, fragmented city relocation efforts, but would require additional inputs in order to meet the anticipated demand. The coordination task of this agency will involve the following: (continued on page 12)

- 1) Maintaining, through cooperation with the proposed Metropolitan Development Corporation, (discussed in Housing Supply), the Housing Authority, The Housing Commissioner, and other private and public builders, lists of present housing available on a non-discriminatory basis, throughout the metropolitan area;
- 2) Maintaining, with the cooperation of the same sources, a file of information on anticipated residential building, as well as code enforcement, demolition and community facility construction programs;
- 3) Establishing contact with families to be relocated, well ahead of the actual relocation, in order to anticipate relocation needs accurately;
- 4) Working closely with the Welfare Department, poverty programs, and employment programs, referring persons to be relocated so that these social services may be provided on a priority basis, beginning well ahead of actual relocation.
- 5) To develop contractual relations with Freedom of Residence so that those families willing to relocate outside of the jurisdiction of this city agency will enjoy the required intensive direct services.

What is proposed here is the creation of a new administrative structure empowered to coordinate existing data and efforts and ensure their maximum effectiveness toward the realization of the relocation goals. An elaborate information system is required -- on which gives continuous readings on present

and projected relocation, housing, and social service needs and programs. The CRP could design and establish such a system; the Human Development Corporation has already begun to create such an informational system with regard to the poverty programs and the private housing industry has for some time maintained a system of data on present and projected housing construction. A relocation Center is proposed in order to centralize the authority and responsibility for this vital task.

In meeting the special problems of certain family types, the Relocation Center will call upon the resources of existing "expertise" -- e.g., The Gerontological Society, whose national office is in St. Louis, and whose Director, Mr. Harry Rosen, has offered full cooperation. Special programs, adapted to the needs of families on ADC welfare, will be sought through cooperation with the Welfare Department and various employment program agencies, and the possibility of establishing adequate Day Care Centers will be explored. Family size will be an important aspect of anticipated relocation needs, so that the demand for larger dwelling units can be communicated to the public and private housing sectors (especially the Metropolitan Housing Corporation) well ahead of actual relocation.

Finally, the Relocation Center will work in close cooperation with the proposed Metropolitan Housing/Opportunity Center discussed in Housing Choice, as well as with the Metropolitan Housing Corporation, to monitor the dispersion of relocated families throughout the city and metropolitan area, and thereby prevent the formation of new ghettos. Relocation staff will work to support relocated

families in such a way as to protect both the families' upgraded status and the viability of existing neighborhoods in the metropolitan area.

5. WORK PROGRAM

During the planning period, the Model City Agency will investigate the feasibility of the program approaches, identify the problems involved and seek solution to these, and, insofar as possible, proceed to implement the programs. While some of the programs cannot actually be implemented until an overall Model City Plan is proposed and funded, others of them can be set in operation before that time -- in all cases, groundwork will be laid so that the programs can begin operation simultaneous with the funding date.

Budgeting for the financial assistance programs, supplemental to existing programs, will be examined to determine whether these funds can be allocated from Model Cities bonus money, or from city or state revenues, or from both. If the city or state are to support such programs, then steps can be taken immediately to obtain in the necessary enabling legislation, bond issue referendum, or any other legal framework. When this is done, this supplemental financial assistance can be made available to relocated families displaced by ongoing public projects.

Obviously, the decisions on financial assistance will require extensive and accurate information on anticipated relocation needs.

Therefore, during the planning period, the CRP, operated by the City and provide it to the Model City Agency: This will in Planning Commission, will begin to collect such data/involve data on plans for /code enforcement, demolition, rehabilitations, and new construction

of residential, commercial, and community facility properties, also. This activity has already begun and will be shaped to the planning needs dictated by the program approaches outlined above.

The Model City Agency will also begin immediately to explore the feasibility of the proposed city Relocation Center. Questions and problems here include the size of staff required, budget, source of funds, and relationship to existing city agencies. As suggested in the program approach, the emphasis will be to combine rather than duplicate present staff and resources committed to relocation efforts in the city. However, it is expected that some additional staff and budget will be required and, further, that the Relocation Center will need the status of a distinct city agency with authority sufficient to handle the complete responsibility for city relocation efforts. Since the demand for relocation may be unusually heavy during the five-year Model City program period, the Model City Agency will explore the possibility of allocating some bonus money to the Relocation Center for this period only. This would be done solely on a formula of financing the extra relocation load created by Model City programs; the Relocation Center is intended as a permanent city agency, and must therefore be funded by the city to the extent of its "normal" workload. If at all possible, the Center would begin operation before the end of the planning year, handling the present relocation load, and using this experience as a "shakedown cruise".

Until the Center is in operation, the Model City planning staff will enter into planning discussions with representatives

of the various social service, welfare, and employment agencies -- after this, the Center staff will be involved in such planning discussions. The purpose here will be to communicate to these representatives the special needs relocated families have for their services, as well as for some new types of services. At the sub-city planning level, residents of the target area, both relocated and scheduled for relocation, will engage in planning discussions with Model City staff. As so far as possible, housing specialists and Relocation Center staff will participate in this sub-city planning team here will be to supplement the over-load-communication with residents, also. The role of the/ ed existing relocation staff personnel, in order to permit informal, free-ranging discussion with citizens on the problems of relocation.